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IN REPLY REFER TO
AGAM-P(M) (17 Jul 67) FOR OT 670167

26 July 1967

SUBJECT: ~~Operational Report~~ Lessons Learned, Headquarters, 394th
Transportation Battalion (Terminal) CU2.8

TO: SEE DISTRIBUTION

11 6 Feb 67

"This document contains information affecting the National Defense of the United States within the meaning of the Espionage Laws, Title 18, U.S.C., Section 793 and 794. Its transmission or the revelation of its contents in any manner to an unauthorized person is prohibited by law."

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 394th Transportation Battalion (Terminal) for quarterly period ending 31 January 1967. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

9 Operational Rpt. for quarterly period ending
31 Jan 67.
Kenneth G. Wickham

1 Incl
as

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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HEADQUARTERS
394TH TRANSPORTATION BATTALION (TERMINAL)
APO 96238

AVCA QN-TTU-CO

6 February 1967

SUBJECT: Operational Report on Lessons Learned for Quarterly Report
Ending 31 January 1967 RCS CGFOR-65 (U)

TO: SE DISTRIBUTION

SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES (U)

1. (U) The 394th Transportation Battalion (Terminal) began operation on the Qui Nhon Pier in October 1966 on a limited basis. It was not until November 1966 that the battalion became fully operational on the pier.
2. (C) The Qui Nhon Pier has berthing space for four deep draft vessels. However, by placing bumpers on the two outside vessels, two additional ships can be worked into lighterage. This has been accomplished and found to be very satisfactory. Vessels can be discharged in the inner harbor when adverse weather conditions will not allow operations in the outer harbor.
3. (C) The DeLong Corporation has not completely finished construction of the Qui Nhon Pier. However, maximum berthing space is being used for vessels. The presence of the DeLong Corporation does not affect the discharge of cargo.
4. (U) The battalion continued to maintain its high standing in the Savings Participations Program, and the standing, as of the end of the reporting quarter, was 95.5 percent. Therefore, the battalion continued to qualify for the minuteman flag. This battalion was the first major unit in the Qui Nhon area to qualify for this award.
5. (U) The local National Civilian Personnel Program is continuing to work smoothly. The authorized 158 spaces are completely filled with deckhands, guards, carpenters, kitchen helpers and clerical personnel. The authorization for these personnel greatly relieved the burden on the military personnel so that the basic mission of the battalion could be accomplished without necessary delay.
6. (C) Replacement system has worked satisfactorily during this period, with some qualification. A total of 64 gains were recorded as against 95 losses, a net loss of 31 personnel. It must be emphasized however, that the majority of gains were basic personnel as well as those with MOS's not authorized within the battalion and that key non-commissioned officers and specialist personnel were not received in sufficient number to counteract the loss of such personnel. However, intensive on-the-job training is being conducted in order to qualify basic personnel and those with MOS's alien to the battalion's TOE's.

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SUBJECT: Operational Report on Lessons Learned for Quarterly Period Ending
31 January 1967 RCS CGFOR-65 (U)

7. (C) During the last reporting period, this Battalion was required to move the 71st Terminal Service Company with full TOE equipment by air to Saigon. This deployment was necessary in order to break the contract stevedore strike which existed. The move of course created many logistical problems. Most of the initial problems were overcome by coordinating the staff effort with that of the moving unit. Only a 24 hour planning period was required. The entire personnel and mission essential equipment was completed within 12 hours. The most significant logistical problem was that of PLL. Prior to this move units had consolidated their PLL for better utilization of available parts. When the move occurred, a PLL had to be broken out for each unit. Presently, each unit maintains its own PLL, however, the battalion maintenance section screens all unit PLL's whenever the requirement for a part exists.

8. (U) The 394th Transportation Battalion (Terminal) consist of (a) Battalion Headquarters, (b) Headquarters & Headquarters Detachment, and (c) Two Terminal Service Companies.

SECTION 2, PART I, OBSERVATION (LESSONS LEARNED)

PERSONNEL DIVERSION (U)

1. (C) ITEM: Diversion of Essential Personnel

DISCUSSION: From 10 October 1966 to 31 December 1966 this organization experienced a gain of 64 enlisted personnel with occupational specialties concerned with the actual movement of cargo (Stevedore Type) and a loss of 95 in the same category, a net loss of 31 EM. During this same period a gain of 17 enlisted men was experienced with MOS's alien to the battalion TOE's, necessitating a retraining program, thereby decreasing the production.

OBSERVATION: Adequate command emphasis has been placed on proper requisitioning procedures, thereby eliminating assignment of alien MOS's.

INTRANSIT CARGO STORAGE (U)

2. (U) ITEM: Limited intransit cargo storage at the Qui Nhon Pier.

DISCUSSION: The intransit storage area on the access road to the Qui Nhon Pier has not yet been completed. All cargo destined for consignees outside the Qui Nhon area must be line hauled as the cargo is discharged from the ships.

OBSERVATION: Line haul transportation has been increased in an effort to clear the ships cargo as soon as possible. Until the storage area is completed, cargo discharge will depend greatly on availability of line haul transportation.

VEHICLE DISCHARGE (U)

3. ITEM: Discharge of RO-RO ships at the Qui Nhon Pier.

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6 February 1967

SUBJECT: Operational Report on Lessons Learned for Quarterly Period Ending
31 January 1967 RCS CGFOR-65 (U)

DISCUSSION: RO-RO ships have been effectively berthed and discharged at the end of the pier. This discharge and backload can be accomplished in only a few hours.

OBSERVATION: RO-RO ships should continue to be discharged on the end of the pier so as not to affect other cargo ships being discharged.

DOCUMENT REGISTRATION (U)

4. (U) ITEM: Back Log of Requests.

DISCUSSION: This organization has experienced a large number of open invalid requisition numbers being maintained in the document register.

OBSERVATION: The timely submission of AFI's (Follow-up) has resulted in prompt and correct AFI's (Supply Status). This enables units to maintain their document registers in a manner that allows only valid document numbers to remain open. The end result is a decrease in the lead time from the submission of a requisition until the item is received.

PLL CONTROL MEASURES (U)

5. (U) ITEM: PLL's Consolidation

DISCUSSION: The consolidation of company PLL's at battalion level was found to be unsatisfactory.

OBSERVATION: The consolidation of MHE and Engineer items enable closer supervision of operator maintenance under battalion level. The mechanics also receive close supervision necessary in this type of continuous operation. Most important is the control of cannibalization for the benefit of all battalion equipment.

SECTION 2. PART II. RECOMMENDATIONS (U)

1. (U) PERSONNEL: A diversion of personnel, while recognized as a valid management tool to fill existing critical and unexpected shortages, must be kept to a minimum consistent with such requirements. To fill one unit at the expense of another, which in fact has a valid requisition and requirement for such personnel, can only result in continued operational and administrative problems all the way back to the Department of the Army. There is a recourse to the affected unit but to attempt to fill the vacancy from existing resources and/or to continue to reflect shortage in MOS's involved.

2. (C) LOGISTICS: a. It is recommended that CONUS stocks of MHE and engineer equipment, such as cranes and forklifts, be screened to determine if these items can be released for utilization in this Theater of Operations. These items have always been critically short throughout the Republic of Vietnam. New units are being deployed from CONUS to this area without these critical TO&E items. Units preparing for deployment to this area should receive their full complement of these critical items prior to deployment.

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6 February 1967

SUBJECT: Operational Report on Lessons Learned for Quarterly Period Ending
31 January 1967 RCS CGFOR-65 (UO)

b. Repair parts are also critically short for all TO&E pieces of equipment. Recommend deploying units be authorized an additional PLL prior to deployment. Operating equipment on a 24 hours basis requires an increase in repair parts and a rapid depletion of on hand PLL. This additional PLL is necessary in order to maintain the equipment in an operational status while establishing a new PLL based on demands.

John K. W. ...
JOHN J. CZYZANOWSKI
LTC, TC
Commanding

DISTRIBUTION:

Commanding Officer, 5th Transportation Command (Terminal A), APO US Forces
96238
Commanding Officer, US Army Support Command, Qui Nhon, ATTN: AVCA QN-GO
(Historian), APO US Forces 96238
Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O, APO US Forces
96238
Commanding General, United States Army Vietnam, ATTN: AVCA, APO US Forces
96238
Commander in Chief, United States Army, Pacific, ATTN: GPOF-JM, Fort
Shafter, Hawaii, APO US Forces 96557
Asst Chief of Staff for Force Development, Department of the Army, Washington,
D. C. 20310

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AVCA QN-TTCO (6 Feb 67)

1st Ind

SUBJECT: Operational Report on Lessons Learned for Quarterly Report
Ending 31 January 1967 RCS CGFOR-65 (U)

HEADQUARTERS 5th Transportation Command (Terminal A), APO 96238 28 FEB 1967

TO: Commanding Officer, US Army Support Command, Qui Nhon, ATTN:
AVCA QN-GO (Historian), APO 96238

1.(U) Reference Section II, Part 1, basic communication. The following comments are furnished:

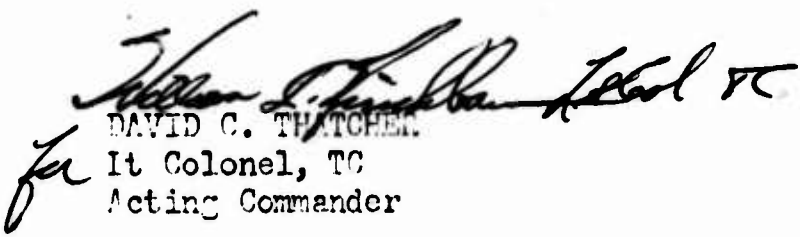
Item Number 2 - Intransit Cargo Storage. An intransit cargo storage area is a part of the Qui Nhon Port Base Development Plan. It is recommended that the planned intransit storage area be given a high priority and that it be completed at the earliest possible date. This will alleviate present cargo congestion within the pier area. The area is sand filled, has been brought to grade, and has been ready for capping for approximately ninety days. The roadway is presently used to park intransit vehicles, which causes congestion and creates safety hazards.

2.(U) Reference Section II, Part 2 - Recommendations.

a. Item Number 1 - Personnel. Diversion of personnel is recognized as a valid requirement based upon priorities in individual units that cannot be anticipated at Department of the Army level. The monthly review of unit PIR's by each major headquarters should provide sufficient information to adjust incoming personnel assets accordingly.

b. Item Number 2b - Logistics. This is not considered to be a proper recommendation. Correct supply procedures and proper use of Red Ball requisition at the unit level should maintain equipment in an operational status.

TN: QN 466


DAVID C. THATCHER
1st Colonel, TC
Acting Commander

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AVCA-QN-GO(6 Feb 67)

2nd Ind

SUBJECT: Operational Report on Lessons Learned for Quarterly Period Ending
31 January 1967 (RCS CGFOR-65) (U)

HEADQUARTERS US ARMY SUPPORT COMMAND, QUI NHON, APO SAN FRANCISCO 96238

THRU: Commanding General, 1st Logistical Command, ATTN: AVCA GO-O,
APO 96307
Deputy Commanding General, US Army, Vietnam, ATTN: AVHGC-DH,
APO 96307
Commander-in-Chief, US Army, Pacific, ATTN: GPOP-OT, APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D.C. 20310

1. (U) Attached report with 1st Indorsement is considered adequate.
2. (U) Regraded UNCLASSIFIED when separated from classified inclosure.

FOR THE COMMANDER:

QNL 142/167


P. J. LEWIS
CPT, AGC

Assistant Adjutant General

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AVCA GO-O(6 Feb 67)

3d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January
1967 (RCS CSFOR-65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

30 MAR 1967

TO: Deputy Commanding General, United States Army Vietnam, ATTN:
AVHGC-DH, APO 96307

1. (U) The Operational Report - Lessons Learned submitted by the 394th Transportation Battalion for the quarterly period ending 31 January 1967 is forwarded herewith.

2. (U) Reference paragraph 2b, page 4: Concur with referenced portion of the report, however, upon arrival in RVN unit PLL's must be adjusted by attrition to a 15 day stockage level, in accordance with USARV Regulation 750-3, dated 20 July 1966.

3. (U) The 394th Transportation Battalion engaged in combat support operations for 92 days during the reporting period.

4. (U) Concur with the basic report as modified by the comments contained in the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: LYNX 782/430

1 Incl
nc

for Carlos Ruac, 2d Lt

JC Tincher III
Cpt, AGC
Asst Adjutant General

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AVHGC-DH (6 Feb 67) 4th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 January 1967 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 26 APR 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT
APO 96558

1. (U) This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 January 1967 from Headquarters, 394th Transportation Battalion (Terminal) as indorsed.

2. (C) Pertinent comments follow:

a. (U) Reference Paragraph 1, Part I, Section 2, Page 2; Paragraph 1, Part II, Section 2, Page 3; and Paragraph 2a, 1st Indorsement, concerning the diversion of replacement personnel: Concur with comments of 5th Transportation Command in 1st Indorsement.

b. (C) Reference Paragraph 2a, Part II, Section 2, Page 3, concerning the shortage of materials handling equipment (MHE): Full production of DOD-procured MHE is being provided to RVN as well as all MHE not critically needed in CONUS. Concur that units preparing for deployment to RVN should receive their full authorization of MHE and engineer equipment prior to deployment; however, an Army-wide shortage of these items, coupled with mission requirements, has often precluded this practice.

c. (U) Reference Paragraph 2b, Page 4; Paragraph 2b, 1st Indorsement; and Paragraph 2, 3d Indorsement, concerning the requirement for additional PLL: Concur with comments of 1st Logistical Command in 3d Indorsement.

FOR THE COMMANDER:

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Jerry Van Horn Cpt
JERRY VAN HORN
1LT. AGC
Act AG

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GPOP-OT (6 Feb 67)

5th Ind (U)

**SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 January 1967 (RCS CSFOR-65), HQ 394th Trans Bn (Terminal)**

HQ, US ARMY, PACIFIC, APO San Francisco 96558 16 MAY 1967

**TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310**

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:


**G. R. KOBALY
CPT, AGC
Asst AG**

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5. AUTHOR(S) (First name, middle initial, last name)

CO, 394th Transportation Battalion

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